
Project Management Office

Charter for the Travel & Expense Management System Project

Revision 2.2

Office of Financial Management

Revision History

<u>Revision</u>	<u>Date</u>	<u>Author</u>	<u>Description of change</u>
1.0	8/1/05	Glen	First Draft
1.1	8/5/05	Team Review	Revisions to draft
1.2	8/12/05	Team Review	Revisions to draft
1.3	8/19/05	After review with Dennis	Revisions to draft
2.0	8/29/05	After review with Sadie	2 nd draft
2.1	9/20/05	After review with Steering Committee	Revisions to 2 nd draft
2.2	12/27/05	Glen	Add Conceptual Approach deliverable. Update Team members

Project Statement

Feasibility Phase:

Select the best alternative for a Washington State government enterprise Travel and Expense Management System.

Implementation Phase:

Implement the selected alternative in logical phases.

Business Drivers/Background

A number of drivers are impacting the Office of Financial Management's (OFM) Travel Voucher System (TVS). These include:

- Customers continue to request additional needed functionality (e.g., pre-approval);
- The OFM Roadmap Project has identified business processes closely aligned with travel (e.g., employee expense management) that current enterprise systems do not address and is looking for best practices and enterprise solutions.
- The current system technology complicates implementation of requested travel regulation edits, accounting edits, user accessibility, and statewide management of travel expenditures;
- Large agency implementations degrade system performance;

- Installation on user desktops is troublesome due to software conflicts, an increased focus on security issues, and redeployments often are required after upgrades.

To address these drivers, OFM staff, existing TVS customers, and potential customers have identified system improvements and new functionality in a number of areas, including:

- Support for the entire business process for travel (including pre-authorization);
- Coverage for all types of reimbursable expenses;
- Work with the Roadmap team to incorporate best practices and enterprise solutions for travel and expense management into the new application.
- Improving deployment by removing the need to install anything on the users' workstations;
- Updating TVS' technology and databases to allow easier system growth and modification;
- Accessibility for employees with disabilities in accordance with state and federal guidelines.

This project supports the following OFM strategic goals:

- *Improving our effectiveness in helping state agencies succeed in meeting their goals and fulfilling their responsibilities*
- *Promoting confidence in state governments by insuring the integrity of information provided by OFM to executive agencies, the legislature and the general public and*
- *Providing guidance and systems that will improve the performance, accountability and effectiveness of state programs*

Vision

The "Travel and Expense Management System" (TEMS) will support the requests for and management of reimbursements to state employees and other individuals conducting state business. TEMS will support the complete business process from preauthorization to reimbursement. Individuals, including those with disabilities, will have access to the system and administrators will have the tools to support operations. TEMS will contain a repository of data on the daily travel and expense activities for each customer. This will allow for management, activity, and budgetary reporting. TEMS will reduce redundancy and errors, streamline processes, and save time.

Goal Statement

Feasibility Phase:

Identify alternatives for a travel and employee expense management system. Determine the Conceptual Approach, giving consideration to the

Roadmap Project recommendations for travel & expense management. Evaluate the alternatives and select the one that provides the most benefit to Washington State.

Implementation Phase(s):

Implement the alternative chosen in the Feasibility Phase in logical phases, accounting for scope and resources.

Objectives

At the end of the Feasibility Phase of the project we will have:

- Documented and prioritized the business and technical requirements for an enterprise travel and expense management system.
- A set of alternatives for applications that can meet Washington State's travel and expense management requirements.
- A recommendation for the best alternative, considering the fit with the requirements and implementation & maintenance costs.
- Worked with the Roadmap project team to bring into consideration recommendations, requirements, best practices, and enterprise solutions from the Enterprise Business Modeling and the Integration Architecture activities.
- Developed a conceptual approach to TEMS implementation with consideration to the Roadmap recommendations.
- A plan for implementing the best alternative in logical phases.
- Developed a Project Charter and project metrics for the Implementation Phase.
- Completed the Feasibility Phase in February 2006.

At the end of the Implementation Phase(s) of the project we will have:

- A functioning enterprise system that supports Washington State's business requirements for travel and expense management.
- Implemented automated best practices and enterprise solutions for travel and expense management.
- A system that is technically superior to the current system in terms of performance, scalability, and deployment to end-users.
- Provided flexibility to interface with a variety of financial and administrative systems.
- Improved administration for adding, maintaining information about, and removing agency employees and other individuals.
- Improved reporting capabilities for travel itineraries and state employee disbursements.
- A system easily accessible by state employees.
- A system that follows the OFM Accessibility Guidelines for access by individuals with disabilities.
- Continued to work with the Roadmap project team to bring into consideration recommendations and requirements from their activities.

Scope

In Scope:

- Travel and expense management requirements and processes.
- All technical, architectural, accessibility, and security requirements around implementing an enterprise application for OFM's Statewide Financial Systems and their customers.

The detailed scope for the Implementation Phase(s) will be defined during the Feasibility Study.

Out of scope:

- Implementing local governments and higher education.
- Processes other than travel and employee expense management.

Schedule

Feasibility Phase: September 2005 – April 2006

Implementation Phase(s): Begin April 2006 through probably June 2007.

Resource Usage Projection

These are range estimates for the FTEs that will conduct project work.

Feasibility Phase (September 2005 – April 2006):

Project Manager	0.40 - 0.55
Product Manager	0.85 – 1.05
Developer	0.60 – 1.00
Tester	0.60 – 1.00
Infrastructure	0.10 – 0.20

Implementation Phase(s) (April 2006 – June 2007):

Project Manager	0.40 - 0.55
Product Manager	1.25 – 1.50
Developer	1.50 – 2.00
Tester	1.50 – 2.00
Infrastructure	0.20 – 0.25

High Level Deliverables

Feasibility Phase Deliverables	Description
A Travel & Expense Management System Software Requirements	A document containing all the business and technical requirements for TEMS and

Specification (SRS)	a priority rating.
Cost Benefit Analysis	An analysis of the costs and benefits of implementing and maintaining the viable TEMS alternatives.
Alternatives Analysis	A document identifying and describing all the alternatives considered for implementation to satisfy the TEMS requirements. An analysis of how well each alternative meets the requirements documented in the SRS.
Conceptual Approach	An analysis of the impact the Roadmap recommendations will have on the TEMS implementation.
Alternative Recommendation	A recommendation and rationale for implementing one of the alternatives identified in the Alternatives Analysis.
Implementation Plan	A plan for implementing the recommended alternative. Includes the implementation team composition, acquisitions (if any), tasks, and a timeframe.
Risk Assessment	An assessment of the risk in implementing the recommended alternative. This will follow the form of the Information Services Board's IT Portfolio Management Standards.
Feasibility Study Document	A document summarizing the work done in the Feasibility Phase.
Project Management Plan	A set of plans for managing the TEMS project's Feasibility Phase and Implementation Phase(s), including risk, issues, change, staffing, scheduling, and communications management.
Project Charter for TEMS Implementation	A project charter for the TEMS Implementation Phase.

Project Organization

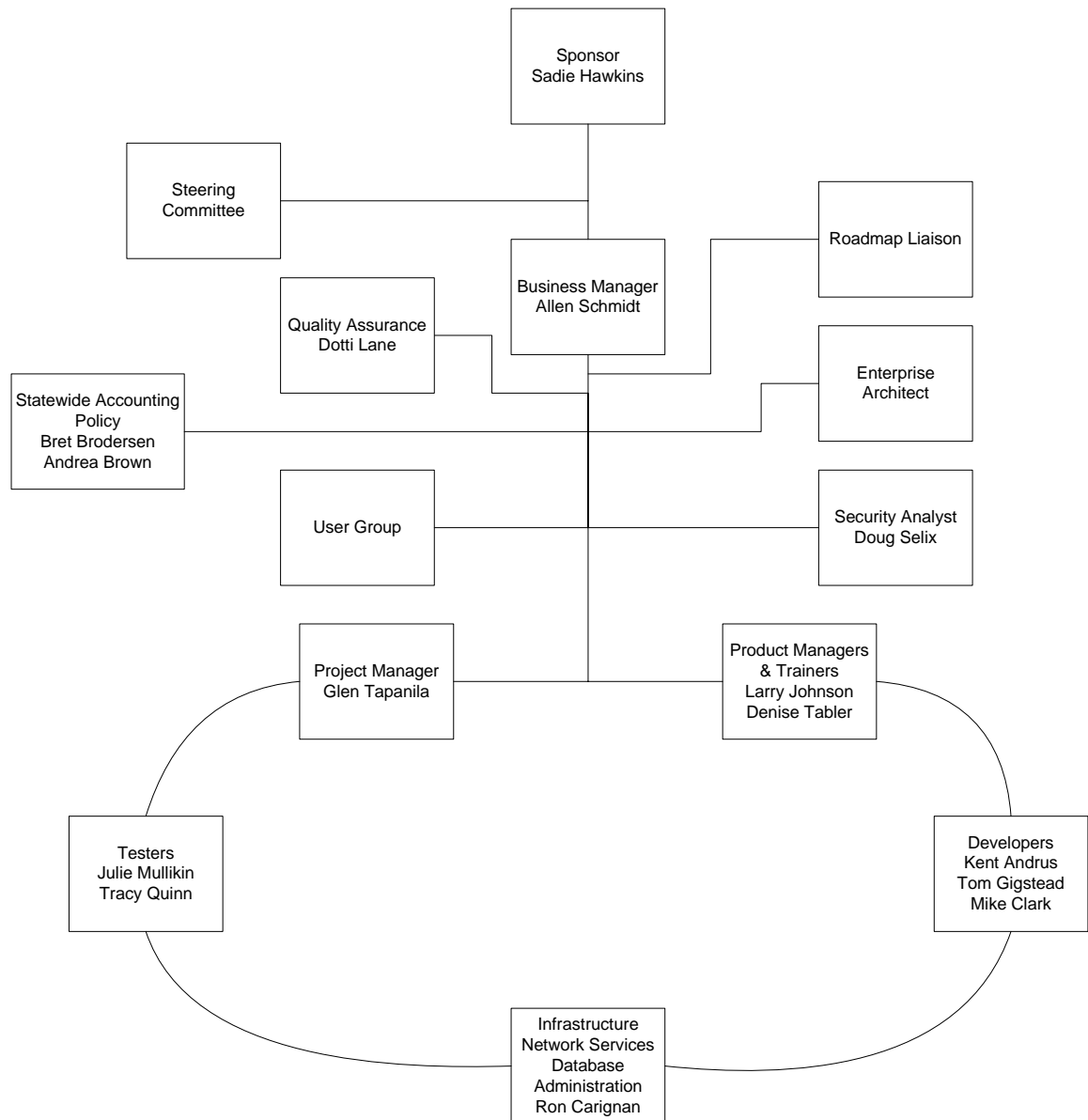
Team Roles & Responsibilities

Person	Role	Responsibilities
Sadie Hawkins	Sponsor	The executive who manages, administers, monitors, funds and is responsible for the overall project delivery.

Allen Schmidt	Business Manager	Directly oversees the project manager. Manages the enterprise application environment in which TEMS resides. Resource provider for the project.
Steering Committee Member	Steering Committee	Review and accept the Project Charter. Help the project team stay true to the vision, scope and objectives. Find resolution for business process issues.
User Group Primary Member	User Group – Primary	Attend work sessions and work on requirements analysis and issues, analyze alternatives, and review project proposals and deliverables. Keep other stakeholders within their agency informed about project progress, decisions, and issues.
User Group Secondary Member	User Group – Secondary	Back up the Primary User Group member from the member's agency. Communicate with the Primary member to keep informed of project activity. Substitute for the Primary member at meetings the Primary member cannot attend.
Kent Andrus	Developer	Developer resource manager. Defines the vision for each feature, then designs and builds them.
Mike Clark	Developer	Defines the vision for each feature, then designs and builds them.
Tom Gigstead	Developer	Lead developer. Defines the vision for each feature, then designs and builds them.
Database Administrator	Infrastructure	Supports SQL Server database creation, modification, and support.
Ron Carignan	Database Analyst	Supports data and database definition, analysis, and design.
Network Services Analyst	Infrastructure	Supports network services and connectivity operations.
Denise Tabler	Product Manager & Trainer	Customer advocate, business analyst, keeper of the vision, and owner of the requirements. Ensures the end user performance is enhanced as a result of using TEMS.
Larry Johnson	Product Manager & Trainer	Lead TEMS product manager. Customer advocate, business analyst, keeper of the vision, and owner of the requirements. Ensures the end user performance is enhanced as a result of using TEMS.
Glen Tapanila	Project Manager	Project leader, facilitator, and coordinator.
Tracy Quinn	Tester	Make sure all issues are known to the team and addressed prior to releasing the

		product.
Julie Mullikin	Tester	Make sure all issues are known to the team and addressed prior to releasing the product.
Dotti Lane	Independent QA over Project Processes	Review and critique project management and system development processes.
OFM Staff	Enterprise Architect	Consultant for key enterprise architectural decisions (e.g., work flow, authentication).
Doug Selix	Security Analyst	Consultant for security architecture.
OFM Staff	Roadmap Liaison	Consultant from the Roadmap project who will bring in recommendations and requirements from the Enterprise Business Modeling, the Integration Architecture, and other activities.

Organization Chart



Assumptions:

- We will be able to gain enough information about all the alternatives to make an informed decision in this timeframe.
- We are not going to lose our current staffing level.
- The Roadmap Business Process Modeling effort will yield models that help the TEMS project develop expense management requirements and value metrics to help measure the improvements made to the travel and expense management processes.

Constraints:

- There is no current available budget for an acquisition. However, if a purchase is the best alternative, the project team will develop a funding strategy.

Performance Measures/Outcomes

- Complete the deliverables and gain acceptance from the Business Manager, Sponsor, and Steering Committee.
- Complete the Feasibility Phase on schedule and use the estimated staff effort or less.
- Identify metrics for the implementation phase. Develop the value proposition for process changes that will result from the new product.

Risks

Risk	Risk Mitigation or Avoidance
Lack of Customer Support	<ul style="list-style-type: none"> • Create a Steering Committee to provide executive guidance throughout the project. • Create a User Group to review and prioritize requirements and help with deliverables throughout the project. • Make project information readily available to all stakeholders. • Hold periodic customer meetings for discussing the project's progress and direction with the broad user community.
Current System fails due to lack of required maintenance	<ul style="list-style-type: none"> • Monitor the current system performance and address help calls. • Make finding the solution to production problems and serving current and new customers a priority over project activities.

	<ul style="list-style-type: none">• Consider a phased implementation of the new system to speed a transition.
People that develop or implement system are also maintaining current systems.	<ul style="list-style-type: none">• Consider the time staff will need for maintaining systems and incorporate that into project schedules.

Acceptance

We, the undersigned project members, have reviewed this document and approve its contents:

Name and Title	Signature	Date
Sadie Hawkins (Sponsor)		
Jim Brittian (Steering Committee Member)		
Denise Doty (Steering Committee Member)		
Mark Johnson (Steering Committee Member)		
Connie Robins (Steering Committee Member)		
Sharon Elias (Steering Committee Member)		
Jamie Langford (Steering Committee Member)		
Dennis Jones (Business Manager)		